



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY SIGNAL CENTER AND FORT GORDON  
506 CHAMBERLAIN AVENUE  
FORT GORDON GEORGIA 30905-5735

ATZH-CG

09 September 2009

MEMORANDUM FOR Fort Gordon Senior Mission Partners

SUBJECT: Commanding General's Policy Memorandum No. 12 - Family Readiness Operations

**1. REFERENCES.**

a. AR 608-1, Appendix J, Army Family Readiness Group Operation, 19 September 2007

b. AR 600-20, Army Command Policy, 11 February 2009

**2. APPLICABILITY.** Consistent with AR 600-20, para. 2-5, this policy applies to the Signal Center and all Department of the Army units and activities on Fort Gordon.

**3. INTENT.** Commanders and Leaders:

a. Army Command Policy establishes the Family Readiness Group (FRG) program as an official Army mission under the personal supervision and responsibility of commanders at each level. AR 600-20, para. 5-10a(2)(b). This is a significant aspect of command authority and requires special attention, sound judgment, and tact. I want you to be aware of important issues that will impact the execution of your FRG duties.

b. Family Readiness - keeping people connected and informed, providing referrals to resources and tools to be self-sufficient, and helping each other in time of need - supports mission accomplishment. The FRG program is a mission-readiness issue for commanders.

c. Your unit FRG is a command-sponsored network of mutual support among Soldiers, civilian employees, retirees, and their Family members - both immediate and extended. Your FRG plays a critical role during this challenging time of war and Army transformation. During deployment, they reassure our Soldiers and Family members by building a sense of belonging and fostering unit cohesion.

**4. POLICY.**

a. Command Emphasis. A competent and healthy FRG program requires the personal attention of commanders and senior unit leaders. The guiding functions should not fall solely to Family member volunteers.

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This does not mean you personally control and dictate every aspect of the program, but you must be engaged, informed and personally involved and attend FRG functions and events. Keep in mind that you will deal with volunteers that are not under your command, so you must exercise great tact, sound judgment, and wise diplomacy.

b. Training. Army Community Service (ACS) provides an FRG Certification Course to FRG leaders, FRG key volunteers and Family Readiness Support Assistants. All leaders must attend FRG certification training relevant to their duties and encourage volunteers to participate in such training. Consider identifying required training as a condition of appointment for positions. Use your best judgment on what training you think is essential.

c. How to Organize Your FRG. Structure and organization of your FRG must be tailored to the unit, its mission, and the makeup of its Family members. Success depends on selecting the right people with knowledge and motivation to do the best job possible. Effective FRG programs include written purpose statements, well-defined goals, objectives, and structure. Commanders must appoint FRG leaders in writing and provide job descriptions so that obligations and limits of responsibility are clearly defined.

d. FRG Information Flow. Structured telephone trees are effective and used along with e-mail or hardcopy newsletters in keeping FRG members informed. Virtual FRG web spaces are available free to all units through ACS. Designate a member of the command as the central source for all "truth in publication" to verify information before it is released and distributed.

e. FRG Member Participation. Schedule meetings to maximize convenience to all members and consider conducting meetings on a regularly scheduled day of the month (e.g., the second Tuesday of each month) to ensure that members have predictability to schedule their personal time. Include FRG meetings on your unit training calendars.

f. Managing Funds. The regulatory guidance on fund management is clear and specific, but this area is fraught with pitfalls and potential liabilities. Your FRG fund must be regulated by a written standard operating procedure. Keep in mind at all times the guiding principle that FRG monies belong to the FRGs and must be used only for FRG business. Strictly follow the rules against co-mingling funds used for other purposes. Establish sound accounting and check-and-balance spending procedures to ensure everything is above board and transparent to the FRG membership.



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g. Fundraising. FRGs may raise funds from Soldiers, civilian employees, Family members (immediate and extended) within their unit FRG for the benefit of the FRG informal fund. FRGs and their members may not make direct, personal solicitations to individuals from outside the Fort Gordon military community (i.e., Soldiers, civilian employees, Family members within the unit FRG.) for gifts or donations. FRGs may not conduct fundraising off-post. Within Signal Center and Fort Gordon, FRGs may conduct installation-wide fundraisers on post with prior approval from the Garrison commander. The Director of Family, Morale, Welfare and Recreation will establish a central repository for unsolicited donations to FRGs and ensure procedures for distribution of such funds are equitable IAW AR 608-1, Appendix J-9. Consult with your local ACS representative and the Administrative Law Division of the Office of the Staff Judge Advocate (SJA) on all fundraising issues.

h. Use of Appropriated Funds and Government Resources for FRG Business. All official resources within the command, such as appropriated funds, non-tactical vehicles and copiers and paper, are available to conduct FRG business. Ensure that official resources are used wisely and prudently. Commanders may establish more restrictive limits. For example, FRG members must not obligate the unit to financial obligations without prior approval; FRG volunteers will be reimbursed for expenses only with prior approval; and FRG Family member volunteers may use government non-tactical vehicles for FRG business, but all government vehicles must be operated by military or civilian employees for liability concerns.

i. Privacy and Operational Security. Maintain proper Privacy Act notices regarding personal information and follow proper Freedom of Information Act release procedures. All Alert Rosters and Chains of Concern should contain the Privacy Act statement to train and continually reinforce to your FRG members their operational security responsibility. When sending emails to multiple Family members, they should be blind copied unless they have signed a written statement releasing their personal information.

j. Program Advice and Consultation. Finally, your local, installation ACS Directorate is your main source of information and support for a sound FRG program. There are also FRG Deployment Assistant Programs that can assist brigade and higher commands meet the FRG mission. These offices can provide tailored resources and information.

k. Legal Advice and Inspector General Assistance. Your command legal advisors with the Office of the SJA and the assistant inspectors general with the Office of the

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Inspector General are available for advice and consultation on any FRG issue. Routinely call on them for advice and assistance.

5. A General Officer Steering Committee on Family Readiness will be established on Fort Gordon to facilitate a direct line of communication between all senior mission partners and the Commanding General to ensure that best practices are shared, issues raised that merit senior leader assistance, and ultimately Family Readiness enhanced. Details on intent and membership will be distributed under separate cover.

6. I am personally interested in your success with FRGs and I am available to provide guidance. Raise to my attention any issue of concern or suggestion for improvement in our programs. Thank you for your tremendous efforts in this.

7. **EXPIRATION.** This policy remains effective until superseded or rescinded.



JEFFREY W. FOLEY  
Brigadier General, USA  
Commanding